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ABSTRACT

Consultation is the process of exchanging professional help. Knowing who can help and why help is needed can make a significant difference in an organization's effectiveness. This booklet addresses these considerations. It is written primarily for managers of public institutions, public or private service organizations, and governmental agencies who wish to successfully manage a productive relationship between a consultant and their organization. It is important that both the organization and the consultant know how to make the consultation relationship work well. With this in mind, the booklet is organized in the following sections: why hire a consultant, when to use outside assistance, how to find consultants, how to select a consultant, what information you need from the consultant, what information the consultant needs from you, some general features of the consultation contract, how to keep the consultatin process on target, how to evaluate the consultation outcome, and what to do after the consultant leaves. (Author/MLF)

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Keys to Community Involvement Series

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KEYS TO COMMUNITY INVOLVEMENT

USING CONSULTANTS: GETTING WHAT YOU WANT

Carleen Matthews

Northwest Regional Educational Laboratory
Portland, Oregon

Published and distributed by the
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1801 North Moore Street
Arlington, Virginia 22209

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ABOUT THE SERIES

Keys to Community Involvement is a series of booklets developed for governing boards, community leaders, group members, administrators and citizens. The booklets are designed to help these audiences strengthen their skills in group processes, work cooperatively with others, and plan and carry out new projects. Topics include techniques to maintain enthusiasm in a group, ways that agencies can effectively use consultants, and factors that affect introducing and implementing new projects.

The booklets are written by members of the Rural Education Program of the Northwest Regional Educational Laboratory. The Laboratory is a nonprofit, educational research and development corporation, headquartered in Portland, Oregon.

The booklets in the series are adapted from a much more comprehensive set of materials and training activities developed and field tested by the Northwest Regional Educational Laboratory over the past several years in dozens of locations throughout the western United States.

Information about other booklets in this series--titles and how to order--as well as information about related services--training, workshops and consultation--can be found on the inside and outside back covers of this booklet.

USING CONSULTANTS

Occasionally, your organization is likely to experience some extraordinary work demands: a new client presents unique sets of problems, several deadlines fall close together, a complex report is due, your consumers/constituents question your services or a couple of work units are chronically disagreeing and finding it hard to resolve their conflicts. During such times it becomes feasible to consider using an outside consultant to assist you. As you begin discussing the possibility of using a consultant, you may hear several reactions which resemble the following:

"Okay, I know we could use help and I agree that Ralph is bright and does good work, but he's also a loud mouth and likely to spread the word about our difficulties."

"Well, Dick knows how to keep a confidence, so he won't hurt us there; but I hear he's so booked up that it's hard for him to keep deadline agreements."

"Now Carolyn did a fine job on that evaluation report last year, but I think this job is outside her realm."

"Okay, we're agreed that those three consultants may not be the best. Then who do we hire? There's not a lot of people who know this kind of work, and we're running out of time!"

"Well, maybe we should gear up for doing it ourselves. Are we sure it's important to get a consultant for this work?"

Each of these responses portrays the interplay of factors that needs to be considered when hiring a consultant. Consultation is the process of exchanging professional help. Knowing who can help and why you need help, can make a significant difference in your organization's effectiveness.

This booklet addresses these considerations. It is written primarily for managers of public institutions, public or private service organizations and governmental agencies who wish to successfully manage a productive relationship between a consultant and their organization. It is important that *both* the organization and the consultant know how to make the consultation relationship work well. With this in mind, we've organized the booklet into the following sections:

- *Why hire a consultant*
- *When to use outside assistance*
- *How to find consultants*
- *How to select a consultant*
- *What information you need from the consultant*
- *What information the consultant needs from you*
- *Some general features of the consultation contract*
- *How to keep the consultation process on target*
- *How to evaluate the consultation outcome*
- *What to do after the consultant leaves*

WHY HIRE A CONSULTANT?

In the broad context, consultation can improve the complex functioning of your organization. Today's work forces must perform in a predominantly service-oriented society. This requires members of your organization to change and adapt their services to the unique needs of clients and customers; and at the same time, they must

deliver contracted services at a steady and reliable pace. Facing the need for change and adaptation on one hand and maintaining stability on the other, often means that your staff feels pressured by contradictory demands.

These pressures are heightened by today's social context in which consumers and clients are becoming more vocal and active. They are educating themselves to know clearly what services they want, and they are gaining assertive skills to express disapproval if services don't seem on target. If they don't see fast or effective enough change, they often lobby for tax reforms or policy changes that threaten the funding or jurisdiction of service organizations.

This poses a dilemma: if your organization fails to adapt to consumer/constituent demands it may face cutbacks or closure. On the other hand, if your organization responds to consumer/constituent demands, it may face external and internal stress. Externally, you may find that the new adaptations of your service collide with services delivered by other agencies; questions about jurisdiction and "turf" may surface. Internally, the service adaptations may also bring stress as members of your work force find themselves facing tasks and procedural demands they have little or no experience to meet. To respond to these pressures, your organization may require various types of "specialists" to do the work. As the types of specialists multiply, your organization may also require new patterns of teamwork and leadership.

It is in this context that consultation is coming into more demand. Organizational development consultants, financial specialists, research experts, management information specialists and experts on team building are some examples of external assistants who can help your organization's problem solving and decision making. To make the best use of outside assistance, *it is important that both your organization and the consultant know how to make consultation work well.*

In many instances this is *not* understood. From our field experiences in the Rural Education Program, we've come to believe that many consultation failures are due to both the client and the consultant not seeing, valuing or gaining the *skills* that are needed to move successfully through the consultation process. Ron and Gordon Lippitt, who are themselves knowledgeable consultants, have stated the problem succinctly:

> *Consulting, like leadership or love, is a general label for a variety of relationships. Many managers have soured on the use of consultants because, in addition to their own unreadiness, they have experienced inadequate results, inappropriate ethics, high costs and minimum contribution to problem solving.*
>
> *These things may well reflect not only poor preparation for the use of a consultant, but also inadequate goal determination and contract formulation--or, in a real sense, a lack of understanding of the complex dynamics of the consulting relationship by both consultant and client. As a result, the client often feels that consultation is not helpful.*[1]

In our view, professional consultation succeeds when there is effective managing of a helping relationship between consultant and client. The goal of consultation is increased learning, a change or a solution. Thus we see consultation as an *interactive* process which has a problem focus; both client and consultant must *support their mutual interaction* and both parties are *accountable for the problem-solving outcome*. Understandably, in times of work crunches and funding crises it is tempting to hire a consultant, dump the problem in his or her lap and brush your hands of the mess--knowing that you have a handy, external scapegoat

if this effort also fails to solve your problem. Needless to say, such an approach is likely to result in a waste of your money and the consultant's time. This is why we stress the *mutual* responsibility held by both the client and consultant.

WHEN TO USE OUTSIDE ASSISTANCE

The range of situations which may require outside help are as varied and distinct for your organization as are the behavioral dilemmas you face as an individual in modern life. It is important to know when to do the job yourself, and when outside assistance will give the most feasible solution. This requires some analysis of your situation.

Generally, your organization's work is best carried out when you maintain capacity in three areas: (1) your work force must possess *task skills* to deliver effective products and service, (2) your *decision making* must reflect the influence of people inside and outside your organization who affect or are affected by the decisions; and (3) the *human relationships* inside and outside your organization must bring a sense of inclusion and esteem to workers and constituents.

Any of these three areas may present problems that require assistance. You may lack expertise to write a complex proposal for new funds or lack the time to pull together a year-end report. In such cases your problem concerns a *task* to be accomplished. In a different area, you may need a new affirmative action plan or your constituents may be critical of your administrative practices. In these cases you face the problem of sorting out your organization's *decision-making and influence patterns*. In yet another focus, someone may have lost patience with his or her subordinates, two work units may be

in conflict or your staff may feel demoralized by a series of rapid organizational changes. At these times you need to build better *human relationships and affiliation networks*.

Susan Gilmore and Patrick Fraleigh have provided training and consultation to several organizations in the Northwest and offer a different set of organizers which can help you analyze your needs and problems.[2] If your organization is facing major situational shifts such as a large decrease (or increase) in funding, major new service demands or geographical relocation, you may find yourselves so boggled and out of focus that you need help with what Gilmore and Fraleigh call *confusion reduction*. In this instance, the problem requires an effort that would help you sort out your new situation and gain a new perspective and sense of direction. In a different way, you may find yourselves facing a marketing decision that poses a double bind, you may need to choose the best way to reduce staff and still maintain service delivery or you may wonder how you should respond to suddenly angry constituents. In these cases the problem requires an effort that helps you *make choices*. However, it is possible that you understand your situation and are clear about your choices--but find yourselves needing to learn new behaviors. Your people may need to work differently in teams, your management information system may not be giving you the right data soon enough or your services may require technical assistance that is too expensive. In such instances, the problem requires an effort that helps you *make changes*.

Each of these organizers--*task, decision making, human relationships; and confusion reduction, choice making and change*--can help you become clear about the nature of your problem. It is helpful to consider them as you identify the problem and decide whether it is best solved with a consultant's assistance or better solved by your permanent staff. Obviously, this decision is up to your own discretion and influenced by your organization's unique set of factors; but there are some general rules of thumb that may help:

- If the task is only occasionally required, using a consultant's skill may be less expensive than hiring a person permanently to do it or training someone in your permanent work force to do it.

- If the task overloads the staff's time so that other deadlines are jeopardized, then a consultant may save money and organizational reputation.

- If the problem is so complex or you are so enmeshed in it that you can't see the proverbial forest through the tangle of trees, then a consultant may be needed to gain a broad, objective perspective.

- If the problem affects the self-interest of the staff and organizational politics seem threatening to the work, then a neutral outside consultant may help you arrive at a "non-partisan" solution.

Be aware that clarity about your problem and your need for external assistance helps both you *and* your consultant. A consultant has the best chance of providing help if he or she understands your problem. A simple technique can help you achieve clarity: before you even know who your consultant might be, try writing a letter explaining what you want the help for. Often this exercise uncovers a lot of disagreement about what the problem is; or sometimes trying to write it down clarifies it enough that you can solve it and you don't need a consultant. At any rate, don't go after consultants until you are sure you can explain to them, and to anyone in your group, what the consultant is there to do.

HOW TO FIND A CONSULTANT

Once you are clear about your problem and have decided to seek help, you are ready to search for available consultants. Use the telephone to call anyone you know who might be able to suggest a person to help you with your problem. Inquire within your own organization about previously used consultants. Telephone nearby universities and community colleges as well as such organizations as local chapters of the American Society for Training and Development or the Chamber of Commerce. If you have a citizen advisory council call the members and enlist their help in your search. They often have valuable contacts and their involvement can build meaningful networks for you. Use common sense through all of this, however, to avoid cronyism.

As your list of names grows, locate people who have actually worked with the suggested persons and ask them to be candid about the consultant's work. Explain your problem and get reactions as to who could help most. Try to find people who didn't like certain consultants and listen to their reasons. Your telephone ear may become sore, but the day you spend on the phone can make a significant difference.

While you are sorting through your list, keep in mind that different consultants possess different skills and values. This will affect how well their work matches your needs. Blake and Mouton describe several types of consultants and the list may help you remain clear about your search.[3]

Task consultants. Your community probably has consultants with specialized skills to offer which will help you accomplish a specific task--they may be excellent writers, accountants, planners, trainers, etc. These consultants expect to deliver a defined task within a given timeline in a format that meshes with your preferred work styles.

Data collectors. Some consultants have special abilities to collect information and data and coherently report verbally or in writing what they found. Using such consultants may help you arrive at a better awareness of a problem and how to handle it.

Prescriptive consultants. Consultants can be found who have developed abilities to diagnose what is needed to rectify a given situation and to prescribe a set of procedures and tasks that would accomplish a solution. Or, consultants may accomplish the procedures and tasks themselves. This type of consultant takes responsibility for developing the evidence for the diagnosis, formulates the solution as a recommendation to be followed and may or may not be involved in implementing the recommendation.

Awareness-building experts. Some consultants may be skilled at analyzing how your organization's present thinking--usually value-laden assumptions--may be coloring or distorting the way situations are viewed. Your organization may be filtering out some options which, if you become aware of them, could lead to the selection of more effective actions. Sometimes, a consultant can offer a theory pertinent to your situation and help you understand how the theory and its recommended practices can get your plans and actions more on target.

Acceptance-building specialists. Consultants can be found who are skilled at communicating a neutral attitude which enables members of your organization to express personal thoughts without fear of adverse judgments or rejection. You may then be assisted to "sort out" thoughts and attitudes in a self-reliant manner and thereby get a more objective view of your situation and human relationships.

SELECTING A CONSULTANT

Once you have compiled a list of potential consultants and enough information to prioritize the names according to the best match of consultant skill with your particular need, go through your list once more and sort out the names according to the following precautions:

- Avoid "cronyism" and "old boys' networks." Someone's college buddy may be a swell friend--and even a fine consultant--but make sure that the criteria you use are applied equally to all prospects.

- Don't be overly influenced by slick brochures and well-publicized reputations; they are often paid for out of high consultation fees. Your problem can probably be settled with the assistance of a lower profiled consultant whose fee simply reflects the time spent working for you.

- Don't assume that out-of-town personalities have greater intelligence or experience. What appears great in a distant focus, often suffers at a closer look. More importantly, it is necessary for your consultant to understand your local situation; someone who shares in your community life often brings such understanding.

When you are finally satisfied that you've conducted your search thoroughly, and prioritized your list according to your needs and precautions, call the person who ends up at the top of your list. Explain your problem and discuss some of the ways it might be solved. Occasionally, troublesome problems can be cleared with a telephone consultation. If the consultant thinks you should talk to other persons, ask him or her to call those people and alert them that you'll be calling.

When you are discussing your situation, the consultant may request a visit in order to be able to help. *If the consultant can give reasons which convince you that a visit would be helpful* then discuss dates, the focus of work, timelines and the consultant's fee. Don't be afraid to say that you can't afford that much (if you can't) and ask for a recommendation of someone whose fees aren't as high (a student or colleague, perhaps). If you can't work out a satisfactory date, don't be afraid to ask for a recommendation of someone else who might have a more flexible schedule. As you are negotiating you may find yourself returning to your list, moving down the priorities and adding names. Always, if you add new persons, proceed to check them out as you did the others. When you have doubts, ask for lists of places and groups where the consultant has worked before, with names to contact. Call and check those references *before* making your final selection.

When you've made your final selection, take a few more steps before negotiating a contract. Circulate among your staff and management a description of the problem, your criteria for selection and rationale for your choice. Make certain that you stimulate discussion and receive the appropriate managerial signoff before deciding whether to contract for the consultant's services.

INFORMATION THE CONSULTANT WILL NEED

Once your organization and the prospective consultant have made at least a tentative decision to move toward an agreement, you should exchange general information about the focus, objectives and conditions of a working relationship. To build a firm agreement, the consultant will need clear and specific information that addresses the following questions:

WHAT RESULTS ARE DESIRED?

It is not enough for the consultant to know that you have a problem. Building a working relationship requires that you and the consultant explore what kinds of results would be achieved if the consultation is successful. Prioritize the concerns that surfaced during your organization's discussions; and if you have an active constituency or citizens advisory group, check in with them and list their top concerns. Discuss these concerns in detail with the consultant and together shape a concise, clear statement of your intended result. Be certain to relate this intention to the bigger picture of your organization. Discuss how the major goals and mission, as well as the unique internal characteristics and external constituency of your organization, will be influenced by the consultation results.

WHO DOES WHAT?

The consultant needs to know what you expect him or her to do, as well as to understand how much time, energy and commitment the members of your organization will contribute

to the consultation process. Any members of your organization who will collaborate with the consultant need to be discussed, and their role and tasks identified. If previously written background reports, organizational studies or program descriptions are available and pertinent, the consultant should know about them and perhaps receive them in advance of the actual on-site work. If the consultant's activities will affect, or be affected by constituents, consumers or a citizens advisory group, this needs to be discussed carefully so that plans can be made for activities such as information sharing, interviews or field visits. In general, this is a time for both of you to share perceptions and sort out who does what in order to accomplish the result.

WHO IS ACCOUNTABLE AT WHAT TIME?

The previous discussions are now pulled together and focused specifically on timelines and accountability. It is important that both parties clearly understand the time period allowed for accomplishment of the consultation results, and the assessment activities that each party will use to evaluate progress toward the intended result. If it seems appropriate, you may identify milestones at which you will both look at the work accomplished and make decisions about continuation.

INFORMATION YOU WILL NEED FROM THE CONSULTANT

WHAT WILL THE ORGANIZATION'S CONTRIBUTION COST

The cost of hiring a consultant is usually more than just the consultant's fee. You need to determine the cost of contributions your organization will make during the consultation process. Find out specifically what clerical help, office space, supplies, telephone use, literature and records searches, and employee worktime the consultant needs in order to accomplish the intended result. Cost out each item, and negotiate with the consultant if the contribution seems excessive. As we discuss later, it is wise to include these items, along with the consultant's fee, in the consultation contract. This is yet another way that the mutuality of the effort is displayed.

WHAT WILL THE CONSULTANT COST

Find out what the consultant wants as scheduled pay for the work accomplished; and determine if any per diem and travel costs need to be covered. Discuss also the kinds of visits the consultant might make or materials that should be read in advance preparation for the work. Also discuss any post-visit report or summary correspondence you would like to receive. If the consultant wants more money for preparations and post-visit reactions, discuss how much is wanted, for how much time and for what tangible result. Preparations and reactions are often worth this money *if they are appropriate*

to your problem. In many cases, consultants will consider this a part of the consultation process so they will do it without extra fees.

IS THE CONSULTANT CLEAR ABOUT YOUR AGREEMENTS

After all of these previous discussions, send an immediate letter confirming in detail all of the arrangements; be certain to mention the intended results, a description of who does what, the timelines and assessment procedures, your organization's contributions of people, supplies and space, and the consultant's fees and support. If you cannot enclose all of the reading or other advance preparation materials that were agreed upon, then commit yourself to a mailing date in the letter. If the consultant agrees with the content of the letter, then you are ready to draft a consultation contract.

THE CONSULTATION CONTRACT

Your organization may have established policies and procedures which determine the content and format of your consultation contract. If so, you certainly need to attend to those details. In general, however, the contract should include five major items.

Purpose. Describe concisely in plain English the result that the consultation process will accomplish.

Consultant agrees to. List and describe any products, materials, reports to be produced by the consultant; and describe specific details about meetings with your staff, how many days will be spent on site, what materials and supplies the consultant will provide, etc.

Client organization agrees to. List all contributions your organization intends to make: clerical help, office space, telephone service, records, staff interviews and collaboration, field visits, etc.

Timeline. A clear description of the time schedules for the consultant and your organizational staff can be displayed on a Gantt chart. The PERT and CPM processes also offer methods for displaying timelines--but we've found them to be more complex than most consultation contracts require.

Budget. On the budget sheets, display all costs of the consultation process--both the consultant's fees and support, as well as your organization's contributions.

The illustrations on pages 17 and 18 display how these items can be organized.

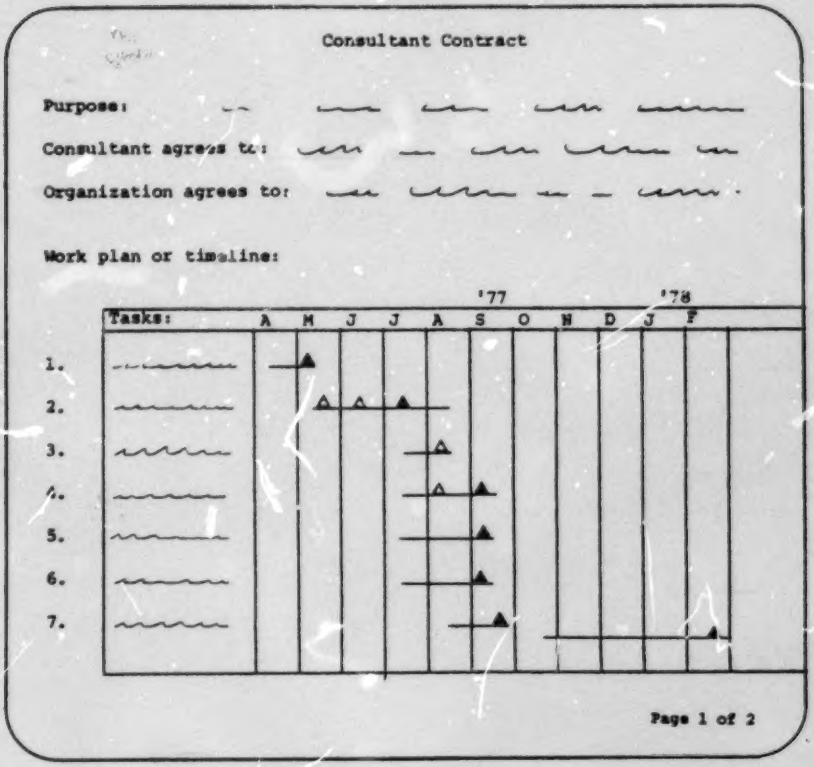

Figure 1: Sample Consultant Contract

BUDGET

Description	Consultant's Costs	Organizational Costs	Total Budget
Personnel Costs			
Salaries	---	1000	1000
Personnel Benefits	---	175	175
Consultant Claims	450	---	450
Travel & Transportation			
Staff Travel	---	---	---
Consultants Travel	285	---	285
Postage & Shipping	---	45	45
Rent, Commun. & Utilities			
Facility Rental, Utilities	---	107	107
Equipment Rental	---	---	
Telephone & Telegraph	---	50	50
Printing & Duplication			
Printing	---	150	150
Duplication	---	300	300
Other Services			
Data Processing	---	300	300
Subcontracts	---	---	---
Conference Expenses	---	75	75
Supplies & Materials			
Office Supplies	---	30	30
Printed Materials	---	---	---
Other Supplies	---	---	---
Total Costs	735	2232	2967

Signatures: _____ Contractor _____ Date _____ Executive Officer of Your Organization _____ Date

Page 2 of 2

Figure 1: Sample Consultant Contract, Continued

Between the time of signing the contract and the consultant's actual arrival, it is wise to contact the consultant to describe practical arrangements (lodging, meeting place, first day's agenda and schedules, and local transportation arrangements). Be sure to listen to any questions or requests the consultant makes and try to address them--even if they seem a little odd. During this time the consultant is piecing together a second-hand picture of your organization and trying to prepare a smooth entry into the work. Being human, she or he needs clarity and committed support from you in order to feel well prepared. Being candid and sincere with each other will significantly help the entire consultation process--it will particularly help the work to get off to a good start.

HOW TO KEEP THE CONSULTATION PROCESS ON TARGET

When the consultant arrives, make certain that all people who are significantly involved in the consultation work make time to clarify with each other the results they hope to achieve and determine how they will work together.

As the consultant discusses your situation, capture the words and ideas: write them down, tape record them or periodically summarize your agreements. Ask questions which encourage the consultant to open up her or his ideas; for example, "Can you think of any other ways we might do that?"

Remember that you, too, will benefit from openness; don't dismiss any idea too hastily, and steady yourself against defensive feelings. As problems are first recognized and described objectively, it is easy to feel dejected or somewhat insulted. Hang in there and give the process a chance to bring the intended results.

On the other hand, keep in mind that a consultant is supposed to *help* you--not *use* you. Feel free to say at any point during the consultation process, "I don't understand; explain that to me more carefully; go over that again." If the consultant's ideas or methods don't seem aimed toward the agreed upon results, be willing to say, point blank, "That approach isn't helping us," or "You're talking about your problem, not ours," if you feel that is what is happening.

At milestone points, or somewhere midway in the consultation process, review the progress and findings. If the consultation is long-term, collect an interim report. Use this information to determine answers to the following questions:

- Does it still appear feasible to get the results you intended? As the work progresses, new perspectives and additional information may lead you to modify the goals of the consultation process. If so, take time to clarify thoroughly the new results you intend to achieve, and clearly describe these intentions to all who will be affected by them.

- Do the emerging results seem to mesh well with the traditions and capacities of the organization? If the new learnings imply a drastic departure for your organization, determine how you will bridge from old expectations to new ones and how you will ease the confusion that accompanies changes. Try to maintain a balance between diligent, responsive change on one hand, and prudent concern for continuous work flow and organized transition on the other. Making effective changes and organizational adaptation is important for survival--but it is complex work. Enlist continual assistance from your consultant to pull it off.

- Are the concerns of all stakeholder groups being addressed? It will appear to some members of your organization that the results of the consultation process will significantly affect their jobs. Work procedures may change, new role-relationships may be implied, jobs may be cut or people relocated. Be certain that rumors and anxiety are addressed quickly. Get clear information out to all who will be affected, explaining why the changes are necessary and how the affected people will be supported through the transitions.

  Outside your work force, the constituents or consumers may also be affected by changes. They, too, need early warning and clear information that helps them modify their expectations and adapt to new procedures.

In general, the consultation process will stay on target if all parties keep the original purpose and goals clearly in view; if they communicate information responsibly; and if they plan carefully for smooth change.

HOW TO EVALUATE THE CONSULTATION OUTCOME

As the consultant prepares to leave, convene a group of people who have been affected by the consultation work. Review and discuss the consultant's work, recommendations and thoughts. Pay particular attention to any thoughts which change or confirm your definition of the problem and its solution, and plan what you might do about them.

Next, have members of your organization, the consultant and members of your constituency or advisory council write simple and clear evaluations of the consultation process. In general, their statements should describe:

What worked well?
What created difficulties?
What would you do differently next time?
What would you be certain to repeat next time?

File these statements along with the consultant's contract so that future consultations can be planned accordingly.

Finally, discuss with the consultant any "spin-offs" that seem appropriate; identify findings and results that were not expected, but appear to be useful to the organization's overall functions. Plan how these spin-offs can be easily incorporated into your work procedures.

AFTER THE CONSULTANT LEAVES

Even after the consultant has departed, and you've written a letter of thanks and enclosed the fee payments, the consultation process still is not complete. You will continue to make changes, review ideas and formulate new perspectives that grew out of your work together. Be willing to telephone the consultant to gain further clarification of any points which seemed clear at the time, but as you implement them, seem confusing.

A few months later, write a letter to the consultant describing the long range impact of the consultation process. Identify how the results are influencing your organization and how the ideas and solutions are working out. This long range feedback helps both of you; it assists you to put the consultation process in its larger perspective, and it helps the consultant know how best to respond in his or her work. It is a final note that expresses the mutual gain you both received from your having worked together.

SUMMING IT UP

Consultation is most likely to succeed if it has been effectively managed. We have discussed:

- Why and when external help can benefit your organization
- How to find and select consultants whose skills match your needs
- How to draft a contract that is realistic
- Ways to keep the consultation process on target and to evaluate its success
- How to make use of the consultation results after the consultant leaves

All of these steps converge into one *interactive* process; both you and the consultant must support your mutual interaction and both of you are accountable for the results.

Organizations which have adopted this approach have found that oftentimes consultation is not costly--but its absence may be; and the most important ingredient to its success is mutual commitment.

FOOTNOTES

1. Ronald Lippitt and Gordon L. Lippitt, "Consulting Process in Action," Training and Development Journal, May/June 1975.

2. Susan K. Gilmore, The Counselor-in-Training, Englewood Cliffs, New Jersey: Prentice-Hall, Inc., 1973.

3. Robert R. Blake and Jane S. Mouton, Consultation, Reading, Massachusetts: Addison-Wesley Publishing Company, 1976.

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